UNCLASSIFIED

"Military Support to Shaping Operations"

Joint Operating Concept

Mr. Ric Schulz
Major Joint Concepts, JFCOM J9
25 June 2007

UNCLASSIFIED

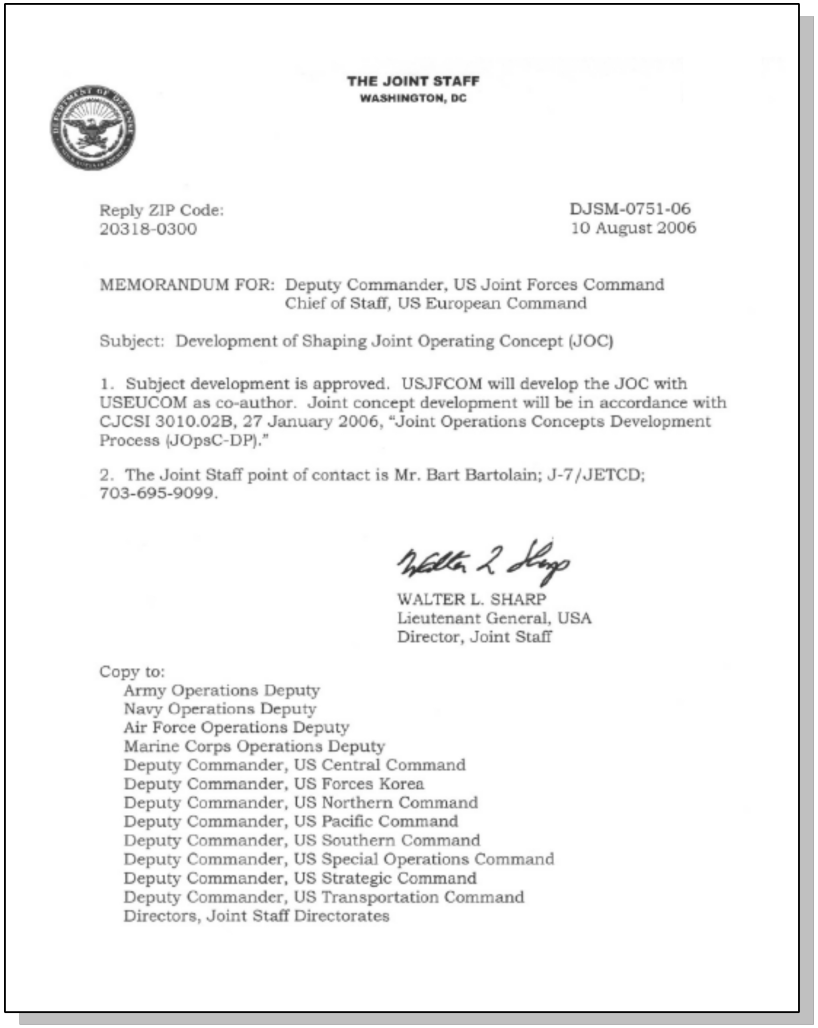
Background

Shaping JOC development directed by DJSM 0751-06 dated 10 August 2006

TASK: USJFCOM will develop the JOC with USEUCOM as co-author. Joint concept development will be in accordance with CJCSI 3010.02B, 27 January 2006, "Joint Operations Concepts Development Process (JOpsC-DP)."

PURPOSE: Describe how a Joint Force Commander is expected to conduct shaping operations in support of strategic objectives and influence defense transformation

…IN ORDER TO: Guide development of future Joint Force Capabilities



THE JOINT STAFF
WASHINGTON, DC

Reply ZIP Code:
20318-0300

DJSM-0751-06
10 August 2006

MEMORANDUM FOR: Deputy Commander, US Joint Forces Command
Chief of Staff, US European Command

Subject: Development of Shaping Joint Operating Concept (JOC)

1. Subject development is approved. USJFCOM will develop the JOC with USEUCOM as co-author. Joint concept development will be in accordance with CJCSI 3010.02B, 27 January 2006, "Joint Operations Concepts Development Process (JOpsC-DP)."

2. The Joint Staff point of contact is Mr. Bart Bartolain; J-7/JETCD; 703-695-9099.

WALTER L. SHARP
Lieutenant General, USA
Director, Joint Staff

Copy to:
Army Operations Deputy
Navy Operations Deputy
Air Force Operations Deputy
Marine Corps Operations Deputy
Deputy Commander, US Central Command
Deputy Commander, US Forces Korea
Deputy Commander, US Northern Command
Deputy Commander, US Pacific Command
Deputy Commander, US Southern Command
Deputy Commander, US Special Operations Command
Deputy Commander, US Strategic Command
Deputy Commander, US Transportation Command
Directors, Joint Staff Directorates

Initial Mission Analysis

- Scope, military problem, preliminary concept objectives were developed at September 2006 AO-level workshop
- Workshop output as well as development timeline were briefed to Service OPSDEPS in October
- JCS IPR was cancelled due to higher priorities
- Received approval for title change (Military Support to Shaping Operations) and direction to proceed with development plan based on OPSDEPS IPR

Scope

This JOC will focus on the actions a joint force commander might take in the context of unified action to advance US interests by:

- **building partnership capacity**
- **influencing non-partners and potential adversaries**
- **mitigating the underlying causes of conflict and extremism; and**
- **setting the conditions that enable rapid**

Proposed Definition: Shaping is the set of continuous, long-term integrated, comprehensive actions with a broad spectrum of government, nongovernmental and international partners that maintains or enhances stability, prevents or mitigates crises, and enables other operations when crises occur.

Military Problem

In the complex future environment, economic, demographic and societal stressors will lead to areas of instability. Future state and non-state adversaries, to include extremist ideologues, will use all means available to:

- exploit this instability by undermining partnerships and further destabilizing weak governments,
- deny or disrupt US influence or access, and
- gain sanctuary in ungoverned, unstable, and remote areas

The future Joint Force Commander must be capable of working closely with multinational, interagency and other partners to maintain or enhance stability, prevent or mitigate crises and set the conditions for access and responsive crisis intervention.

In this context, JFC may be GCC, Subordinate Unified Commander or JTF Commander may also be represented in other (command structures)

Initial Framework- Draft Endstate/Objectives

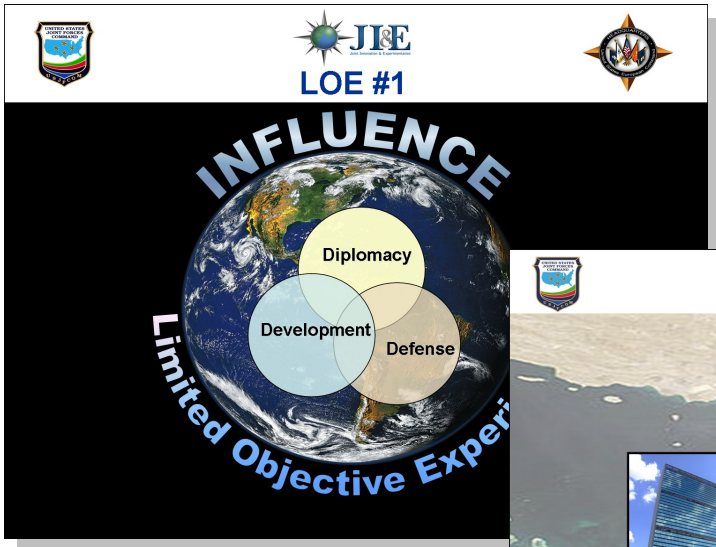
Endstate: Global security environment favorable to U.S. and partner interests

- **Objective 1: Prevent or [illegible] conflict (self-sustaini[illegible]**
  - [illegible] to
  - [illegible] with
  - [illegible] and
    - **[illegible] that allow extremism to take[illegible]**
  - Sanctuary denied to transnational terrorists and violent extremists
- **Objective 2: Enable other operations in the event of conflict or other crises**
  - Conditions set to support access (force posture, arrangements with partners…)
  - Contingency capabilities/plans/org structures in place that allow US to rapidly augment and accept partner capacity

Pervasive Themes

Influence
Access
Theater Security Cooperation
Capacity Building

Experiment Sequence



21-22 Feb

6-7 Mar

16-18 Apr

Expected Outcome:
An understanding of the challenges, the US & MN approach and the DoD role.

Other Discovery Influences

USG and Multinational Senior Subject Matter Expert Engagement

- **Senior Mentors (Brain Trust): Gen Wilhelm, AMB Hull, AMB Pope, Len Hawley, Julie Werbel (USAID)**
- Consultations with State Pol-Mil
- Consultations with OSD Security Cooperation Office (Tim Hoffman)
- Newt Gingrich
- UK Development, Concepts and Doctrine Centre

Regular Concept Partners

- AO-level engagement with JCDE community (Services, combatant commands, Joint Staff)
- JFCOM J9 Unified Action Team
- JFCOM J9 Multinationals
- JFCOM LNOs from SOCOM, DTRA, OSD
- EUCOM authors of the Strategy for Active Security
- Service O-6 Planner IPRs

Related Experimentation and Conference Venues

- Deep Futures/Winter JOE Conference
- PACOM and EUCOM TSC Working Groups
- Terminal Fury
- US-CREST Conference
- USMC Expeditionary Warrior 07
- Army Strategic Studies Institute Annual Strategy Conference (Global Security Challenges)

Source of significant intellectual direction

Related Reform Efforts Touching Our Work

- EUCOM 2007 Theater Strategy (of Active Security)
- PACOM Single Integrated Plan
- Security Sector Reform
- Other joint concepts approved or under development (Deterrence Ops, Maritime Domain Awareness, Combating WMD, Strategic Communication, SSTRO,…)
- State Department Foreign Assistance Framework (“5 by”)
- Concerted Action
- OSD new Operational Planning Guidance approach (combining old CPG and SCG)
- National Security Act of 2008 (?)

Current View

Shaping the Security Environment…

National Security Policies (enhanced by)

- ❑ Assessment
- ❑ Interagency Planning
- ❑ Coherent Implementation

Macro Level Resources (Means)

- ❑ Diplomacy
- ❑ Development
- ❑ Defense

Other Influences

- ❑ Partners
- ❑ Regional powers
- ❑ Global powers
- ❑ International Organizations
- ❑ Transnational Actors

US Security Posture (strengthened by)

- ❑ Access
- ❑ Understanding
- ❑ Relationships and Influence
- ❑ Legitimacy
- ❑ Popular support
- ❑ Consensus
- ❑ Venues (Formal bilateral and multilateral)

Ways for Dealing with Security Issues (both transnational and host nation)

- ❑ Security Cooperation
- ❑ Capacity Building
- ❑ Proliferation Security
- ❑ Regional Security Agreements
- ❑ Sanctuary Denial Activities
- ❑ Mitigation of Underlying Causes
- ❑ …

Undesired Conditions

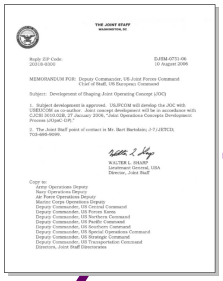
Instability
Conflict
Poverty
Proliferation

Regional Security Environment

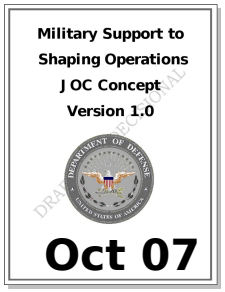
Desired Conditions (Ends)

- ❑ Stability
- ❑ Nonproliferation
- ❑ Peaceful Competition
- ❑ Development

Concept Development & Long Range Plan



Tasker
Aug 06



Capabilities for the Future Joint Force Commander

Jan 07

Concept Development – **V 1.0** → Capability Development **V 2.0**

Writing

Research

Experimentation

- U.S.-CREST
- Expeditionary Warrior 07
- LOE 1 - Influence
- LOE 2 - Access
- LOE 3 – Partner Capacity/Security Cooperation
- Unified Action 07
- Other?

Capabilities Base Assessment

Overview of Concept

Proposed Solution

Central Idea:

Enabled by a strong US ***posture***, a JFC mobilizes and sustains cooperation as part of a wider US effort by working in ***partnership*** with interested parties to achieve common security goals that ***prevent*** the rise of security threats and ***promote*** a constructive security environment in the region.

Concept Objectives

1. Strengthen U.S. posture in the region

- ❑ Relationships
- ❑ Understanding
- ❑ Influence & Legitimacy
- ❑ Access
- ❑ Presence
- ❑ Venues (Bilateral / Lateral)
- ❑ Consensus
- ❑ Popular support
- ❑ Authorities

2. Advance constructive security initiatives and build capacity / capability (transnational and host nation) in the region

Transnational

- ❑ International / Regional security agreements
- ❑ Regional counter-terrorism arrangements
- ❑ Nonproliferation of WMD and Materials
- ❑ Freedom of Navigation / trade / commerce
- ❑ Natural resource flows

Host Nation

- ❑ Security Sector Reform
- ❑ Border Security
- ❑ Settlement Implementation / S&R Ops
- ❑ Natural Disaster Management
- ❑ Consequence Management
- ❑ Epidemic Disease Management
- ❑ Migration

3. Thwart the emergence of security threats (transnational or host nation) in the region

Transnational

- ❑ AQ Terrorist Networks
- ❑ Arms Smuggling Syndicates
- ❑ Technology Transfer Networks
- ❑ Narcotics Production and Trafficking Cartels
- ❑ Transnational Crime Syndicates
- ❑ Energy Blackmail

Host Nation

- ❑ International Conflict / Insurgency
- ❑ Terrorist Safe Haven
- ❑ State Sponsorship

4. Contribute to U.S. and international initiatives to alleviate the underlying conditions, motivators, and enablers of radical Islamist extremism, militancy and terrorism

- ❑ Support efforts to settle motivating conflicts (Arab-Israeli, Kashmir, Chechnya, etc.)
- ❑ Assist host government security forces in managing uncontrolled territory (low profile)
- ❑ Assist host government efforts to provide timely essential services in formerly uncontrolled territory (high profile)
- ❑ Enable host government preparations for likely humanitarian emergencies (high profile)
- ❑ Assist in enhancing indigenous professional education and training programs, including English language, within the security sector
- ❑ Assist in implementing good governance reforms within the security sector
- ❑ Demonstrate respect for local history, customs, traditional Muslim events
- ❑ Counter AQ's anti-U.S. narratives on foreign military occupation
- ❑ Avoid fact or appearance of U.S. military occupations (Iraq, Afghanistan)

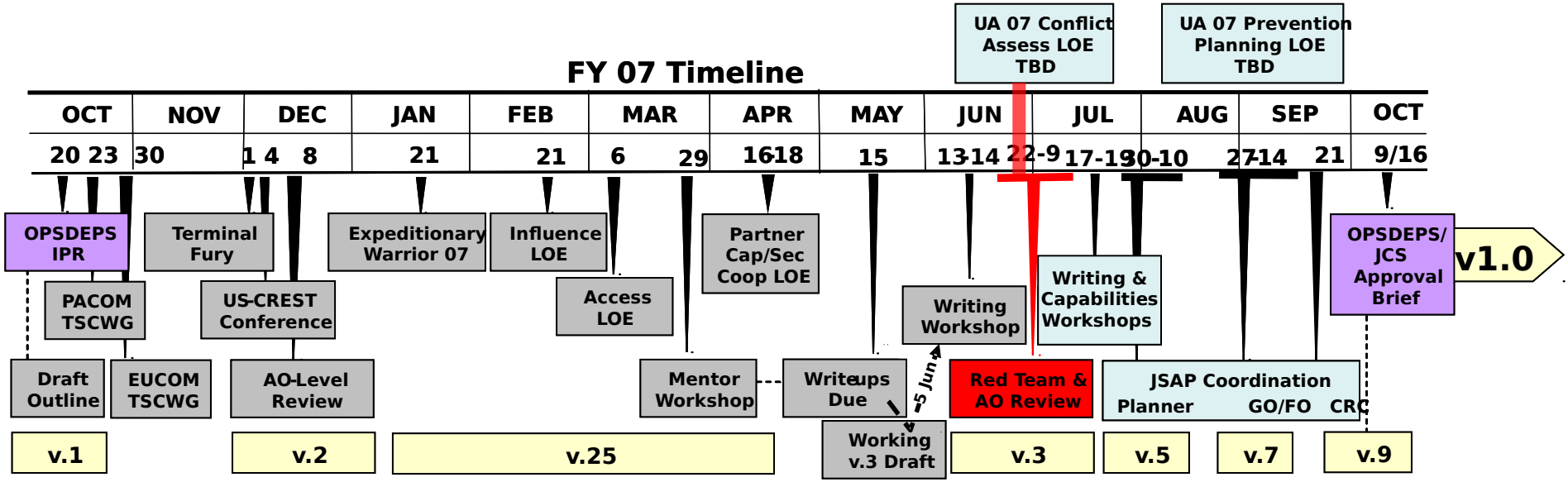
5. Forge and enable cooperative security arrangements for improved multinational operating performance

- ❑ Information sharing
- ❑ Interoperability and interdependence

Way Ahead

Upcoming Key Events

- 13-14 Jun Writing Workshop
- 22 Jun - 9 Jul Red Team and AO-Level Review
- 26-28 Jun Summer Joint Operational Environment (JOE) Seminar
- 17-18 Jul Writing Workshop
- 19 Jul Capabilities Workshop
- 30 Jul - 10 Aug JSAP Planner Review
- 27 Aug -14 Sep JSAP GO/FO Review
- 21 Sep Comment Resolution (if required)
- ~9/16 Oct OPSDEPS and JCS Approval Brief



Issues

- Way Ahead…
  - CBA?
  - JIC Spin-off?
- Community involvement in the process

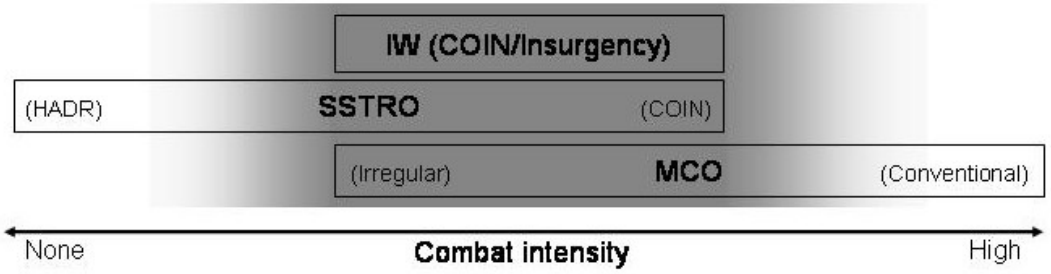
"Joint Urban Operations"

Joint Integrating Concept

Mr. Ric Schulz
Major Joint Concepts, JFCOM J9
25 June 2007

Overview of Concept

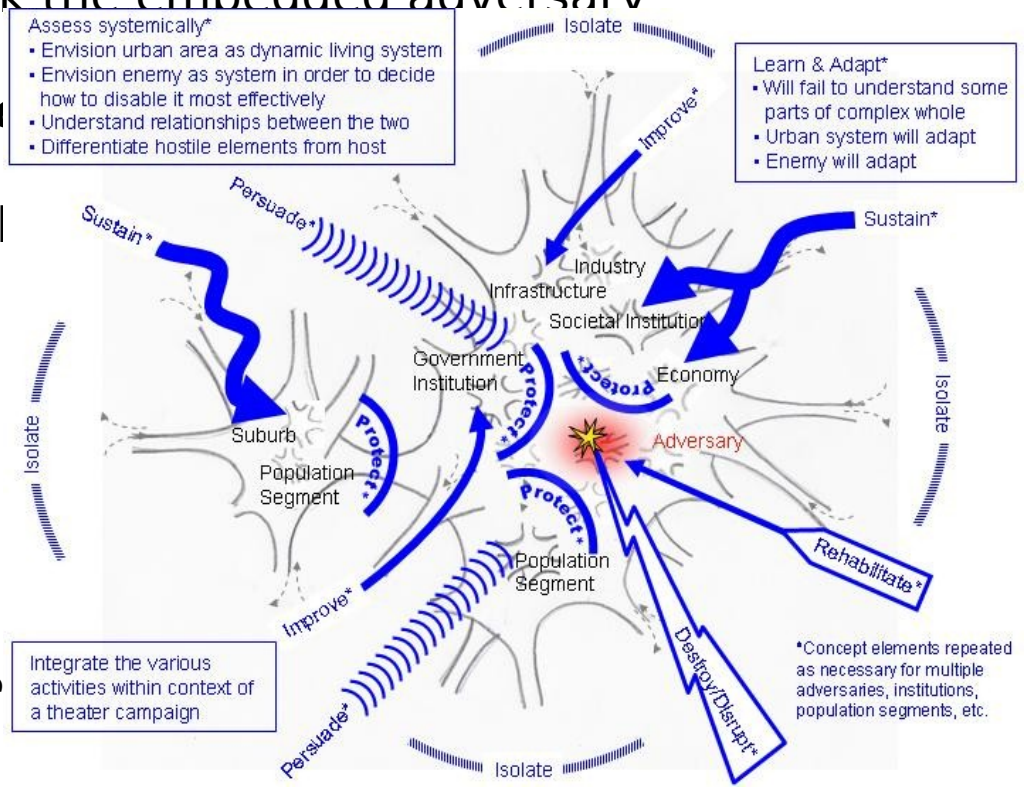
- **Military Problem**
  - How to operate within an urban environment to defeat adversaries embedded and diffused within populated urban areas without causing catastrophic damage to the functioning of the society.
- **Scope**
  - JUO JIC is an operational-level description of how a Joint Force Commander could conduct urban operations circa 2015-2027, focusing on Major Combat Operations (MCO), Stability, Security, Transition, and Reconstruction Operations (SSTRO), and Counterinsurgency against adversaries in an urban environment.



Overview of Concept

- **Proposed Solution**

Comprehensive Treatment of Urban System: The controlling idea for how to deal with adversaries embedded and diffused within urban systems is not merely to attack the embedded adversary with destructive force, but to ***treat the entire urban syste comprehensively***, applying all elements of power to disabl hostile elements and enable those elements that are essential to the system's functioning, through a combination of ***isolating, protective, improving, sustaining, persuasive, destructive, and disruptive actions or capabilities***.

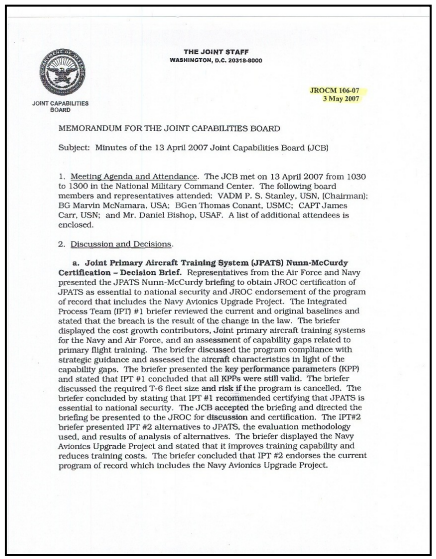


ble hostile elements in the system and **enable** those elements deemed essential to the system's functi

Way Ahead

- **JUO JIC**
  - ✓ JUO JIC Brief to **Force Application Functional Capabilities Board** - 19 Jun
  - ✓ JUO JIC Brief to **Joint Capabilities Board** - 22 Jun
  - – JUO JIC Brief to **Joint Requirements Oversight Council** (Final Approval) - 28 Jun
- **JUO CBA**
  - – **Functional Area Analysis** (FAA) Task Workshop 1 (Unclassified), 26-28 Jun--- Establishes CBA Scope at Task Level
  - – **FAA Task Workshop 2** (Unclassified), 14-16 Aug --- Identifies T, C, S with Multinational partners
  - – **FAA Task Workshop 3** (Classified), 18-20 SEP --- Validates FAA Findings in DPS
  - – **FNA Gap Workshop 1** (Classified),6-8 Nov --- Identifies Capability Gaps in Context of DPS
  - – **FNA Gap Workshop 2** (Unclassified), 4-6 Dec --- Provides Additional Gap Evidence in context of unclassified scenario
  - – **Experimentation Decision Point** - o/a 9 Jan

JUO CBA Guidance



THE JOINT STAFF
WASHINGTON, D.C. 20318-9000

JOINT CAPABILITIES BOARD

JROCM 106-07
3 May 2007

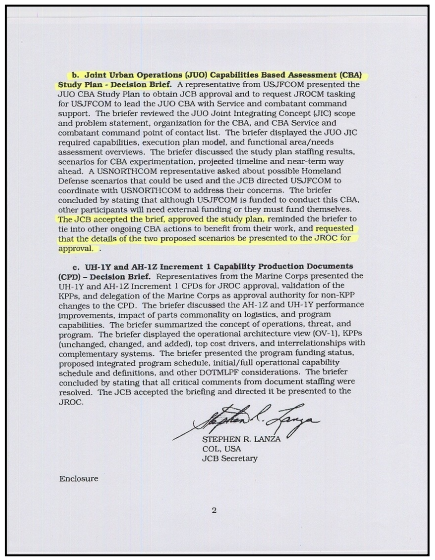
MEMORANDUM FOR THE JOINT CAPABILITIES BOARD

Subject: Minutes of the 13 April 2007 Joint Capabilities Board (JCB)

1. Meeting Agenda and Attendance. The JCB met on 13 April 2007 from 1030 to 1300 in the National Military Command Center. The following board members and representatives attended: VADM P. S. Stanley, USN, [Chairman]; BG Marvin McNamara, USA; BGen Thomas Conant, USMC; CAPT James Carr, USN; and Mr. Daniel Bishop, USAF. A list of additional attendees is enclosed.

2. Discussion and Decisions.

a. **Joint Primary Aircraft Training System (JPATS) Nunn-McCurdy Certification – Decision Brief.** Representatives from the Air Force and Navy presented the JPATS Nunn-McCurdy briefing to obtain JROC certification of JPATS as essential to national security and JROC endorsement of the program of record that includes the Navy Avionics Upgrade Project. The Integrated Process Team (IPT) #1 briefer reviewed the current and original baselines and stated that the breach is the result of the change in the law. The briefer displayed the cost growth contributors, Joint primary aircraft training systems for the Navy and Air Force, and an assessment of capability gaps related to primary flight training. The briefer discussed the program compliance with strategic guidance and assessed the aircraft characteristics in light of the capability gaps. The briefer presented the key performance parameters (KPP) and stated that IPT #1 concluded that all KPPs were still valid. The briefer discussed the required T-6 fleet size and risk if the program is cancelled. The briefer concluded by stating that IPT #1 recommended certifying that JPATS is essential to national security. The JCB accepted the briefing and directed the briefing be presented to the JROC for discussion and certification. The IPT#2 briefer presented IPT #2 alternatives to JPATS, the evaluation methodology used, and results of analysis of alternatives. The briefer displayed the Navy Avionics Upgrade Project and stated that it improves training capability and reduces training costs. The briefer concluded that IPT #2 endorses the current program of record which includes the Navy Avionics Upgrade Project.



b. Joint Urban Operations (JUO) Capabilities Based Assessment (CBA) Study Plan - Decision Brief. A representative from USJFCOM presented the JUO CBA Study Plan to obtain JCB approval and to request JROCM tasking for USJFCOM to lead the JUO CBA with Service and combatant command support. The briefer reviewed the JUO Joint Integrating Concept (JIC) scope and problem statement, organization for the CBA, and CBA Service and combatant command point of contact list. The briefer displayed the JUO JIC required capabilities, execution plan model, and functional area/needs assessment overviews. The briefer discussed the study plan staffing results, scenarios for CBA experimentation, projected timeline and near-term way ahead. A USNORTHCOM representative asked about possible Homeland Defense scenarios that could be used and the JCB directed USJFCOM to coordinate with USNORTHCOM to address their concerns. The briefer concluded by stating that although USJFCOM is funded to conduct this CBA, other participants will need external funding or they must fund themselves. The JCB accepted the brief, approved the study plan, reminded the briefer to tie into other ongoing CBA actions to benefit from their work, and requested that the details of the two proposed scenarios be presented to the JROC for approval.

c. **UH-1Y and AH-1Z Increment 1 Capability Production Documents (CPD) – Decision Brief.** Representatives from the Marine Corps presented the UH-1Y and AH-1Z Increment 1 CPDs for JROC approval, validation of the KPPs, and delegation of the Marine Corps as approval authority for non-KPP changes to the CPD. The briefer discussed the AH-1Z and UH-1Y performance improvements, impact of parts commonality on logistics, and program capabilities. The briefer summarized the concept of operations, threat, and program. The briefer displayed the operational architecture view (OV-1), KPPs (unchanged, changed, and added), top cost drivers, and interrelationships with complementary systems. The briefer presented the program funding status, proposed integrated program schedule, initial/full operational capability schedule and definitions, and other DOTMLPF considerations. The briefer concluded by stating that all critical comments from document staffing were resolved. The JCB accepted the briefing and directed it be presented to the JROC.

STEPHEN R. LANZA
COL, USA
JCB Secretary

Enclosure

2

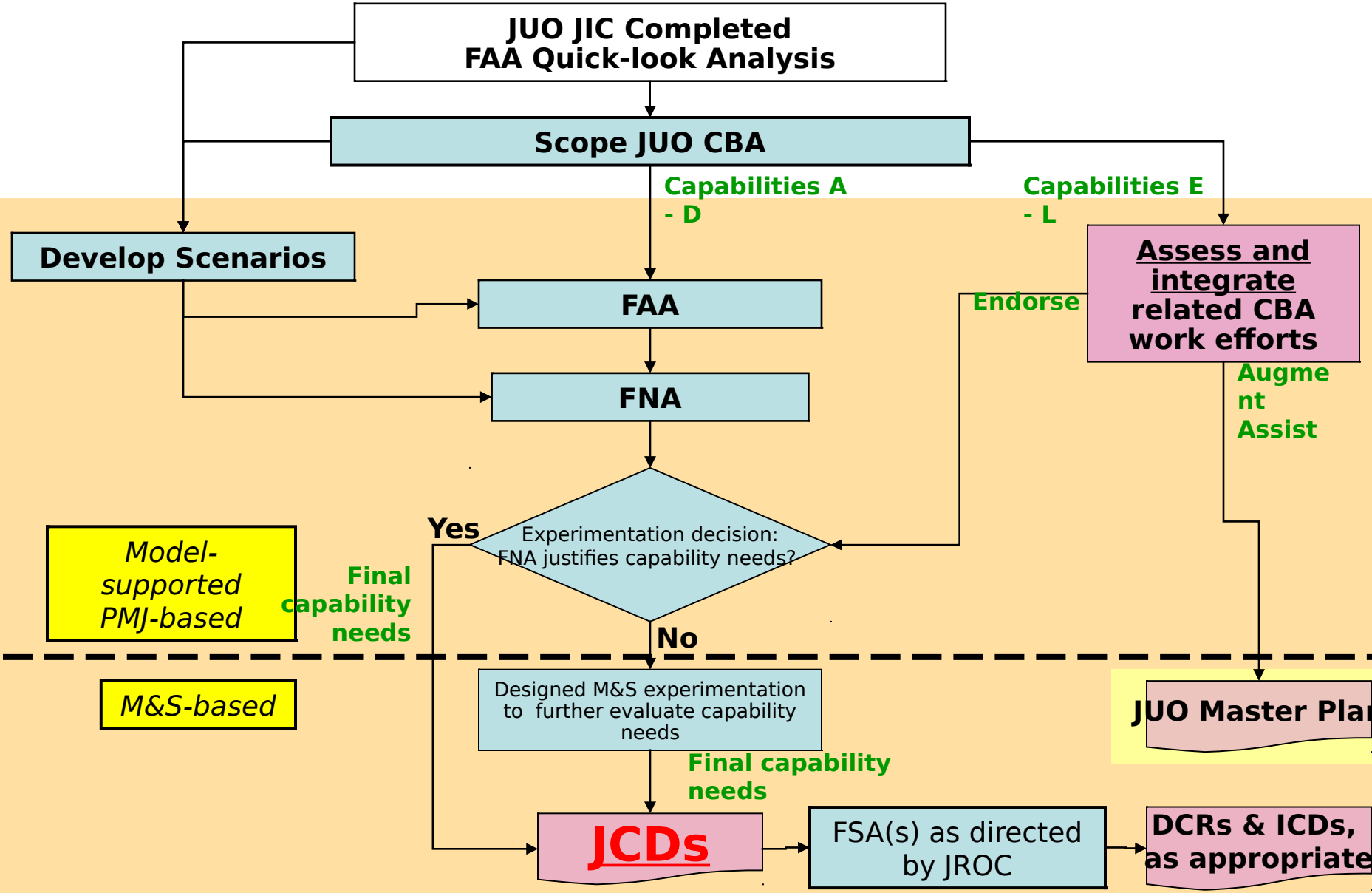
JROCM 106-07

3 May 07, Minutes of the 13 April 07 Joint Capabilities Board (JCB)

"The JCB accepted the brief, approved the study plan, reminded the briefer to tie into other ongoing CBA actions..... …. and requested that the details of the two proposed scenarios be

- 2 Conditions for the JUO CBA
  - DPS: NEO, tailored to meet JUO CBA requirements -- FAA/ FNA/ FSA
  - Unclassified: Nigeria, created to support IA/MN participation. Will be integrated into West Africa environment -- FNA/ FSA
- JUO CBA will examine all 12 JUO JIC capabilities through either new FAA/FNA work or by harvesting related JCIDS work from across DoD

JUO CBA Execution



JUO CBA Priority of Work

- JUO-001. The ability to collect, disseminate and access situational information on an urban system.
- JUO-002. The ability to assess an urban operational situation systemically.
- JUO-009. The ability to protect the joint force and other agencies and organizations within an urban area.
- JUO-011. The ability before, during and after combat operations to effect institutional and infrastructural improvements to strengthen selected urban subsystems identified as essential to the continued functioning of the urban system.

Scope for new FAA / FNA work

Priority of effort for harvesting related work

- JUO-005. The ability to maneuver to, into and through an urban area.
- JUO-008. The ability to secure and control urban areas to limit hostile presence, activity and influence.
- JUO-010. The ability to isolate all or portions of an urban system to limit unwanted external influence.
- JUO-004. The ability to adapt operations to the changing situation.
- JUO-003. The ability to integrate all the disabling and enabling elements of urban operations within the context of a theater strategy.
- JUO-006. The ability to apply highly discriminate destructive or disabling force to attack hostile elements while minimizing damage to an urban system.
- JUO-012. The ability to provide humanitarian aid to suffering urban populations under both combat

Issues

- None

PROPOSAL:

"Strategic Communication"

Joint Integrating Concept

Mr. Ric Schulz
Major Joint Concepts, JFCOM J9
25 June 2007

Overview of Concept

- **Military Problem**
  - The Joint Force Commander must be able to influence selected populations, governments or other groups to act in ways that are compatible with U.S. national interests and strategic objectives.
- **Scope**
  - The Strategic Communication JIC will describe how a Joint Force Commander (JFC) could plan and perform strategic communication circa 2015-2027 at the theater-strategic and operational levels within the context of a broader national-level strategic communication efforts.

Overview of Concept

- **Proposed Solution**
  - To include strategic communication as an inherent part of operational design, and not as a separate process …
  - … conceive, review and refine all joint operations based on their likely or desired effects on the perceptions, attitudes and belief systems—and therefore ultimately the behaviors—of various audiences.
  - This process is iterative, assessing various potential audiences, identifying the likely or desired effects of actions or information on those audiences, developing a plan for sending the necessary messages, delivering those messages through information or physical action, and assessing the effects of the messages on the target audiences.
  - The diversity among target audiences and need for rapid response, demand a decentralized process that provides commanders latitude to act within the boundaries provided by higher authority.

Way Ahead

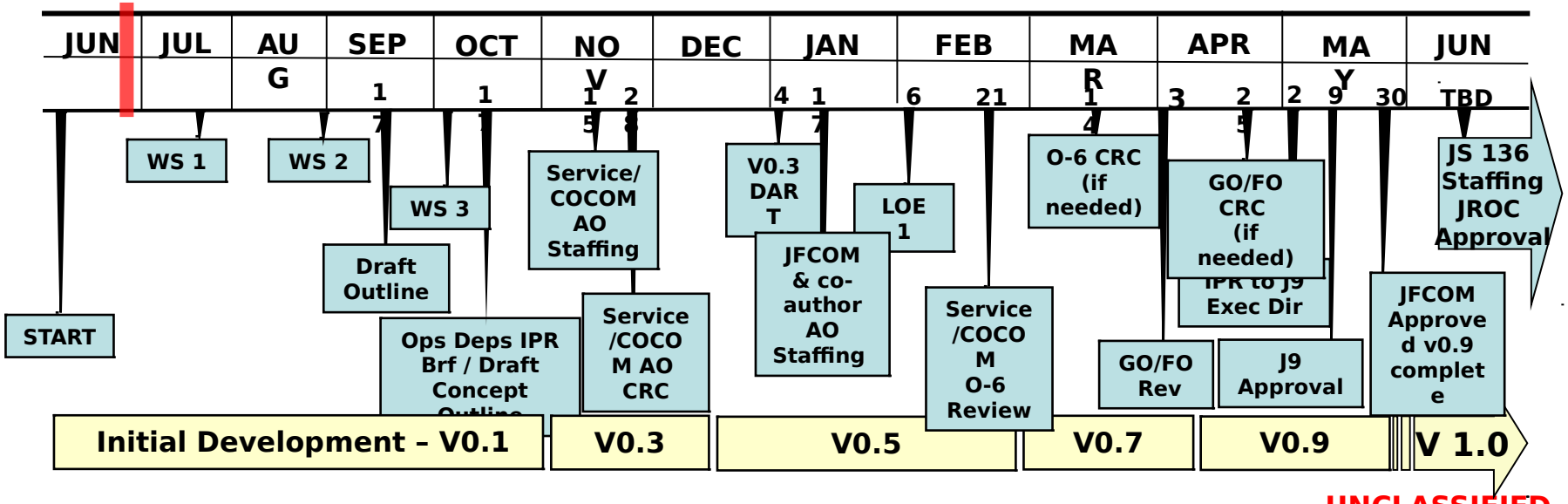
Proposed Strategic Communication JIC POAM Timeline

Key Events

•Jun-Jul	JIC Framing / Discovery WSs
•Aug	Workshop 1 – SME Panel/Service / COCOM
•Sep	Workshop 2 – SME Panel/Service/COCOM
•17 Sep	Draft outline complete
•17 Oct	IPR Brf to Ops Deps
•1 Nov	Draft v0.1 Complete (minus vignettes)
•1 - 15 Nov	Service COCOM AO staffing of v0.1
•28 Nov	Service COCOM AO CRC (if req'd)
•14 Dec	Concept v0.3 w/ Vignettes
•4 Jan	Defense Adaptive Red Team Review (v.3)

Key Events

• 17 Jan	JFCOM & co-author Staff AO Review (if req'd)
• 6 Feb	LOE 1 – SME Panel – Does the conceptual solution resolve the operational problem?
• 21 Feb	Service COCOM O-6 Planner Level Review (v.5)
• 14 Mar	O-6 Comment Resolution Conf (v.5) (if needed)
• 3 Apr	Service COCOM GO/FO Review (v.7)
• 25 Apr	Service COCOM GO/FO CRC (if needed)
• 2 May	IPR to J9 Executive Director
• 9 May	J9 Approval
• 30 May	JFCOM Approval (v.9)
• Jun	JS J7 136 Process/Approval (v1.0)



Issues

- Clearly defining the community of interest

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